



2017 Joint Provider Surveyor Training Tabletop Exercise

Situation Manual

September 27, 2017



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HANDLING INSTRUCTIONS

1. The title of this document is 2017 Joint Provider Surveyor Training Tabletop Situation Manual (SitMan). The extent of play, exercise goals, and objectives in this SitMan reflect the information provided to the Exercise Planning Team, as of the date of publication, and may be modified prior to execution at the direction of the Exercise Director.
2. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. This report is **FOR OFFICIAL USE ONLY** and should be handled as sensitive information. Reproduction of this document, in whole or in part, is prohibited without prior approval.
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OVERVIEW

Exercise Name	2017 Joint Provider Surveyor Training Tabletop Exercise
Exercise Dates	September 27, 2017, 2:00 – 4:00 p.m.
Scope	This exercise is a one-hour tabletop exercise (TTX) consisting of three exercise modules featuring a scenario-driven, facilitated discussion. The exercise is designed to allow attendees at the Joint Provider Surveyor Training to consider the implications of a short-term power outage on their facility and the necessary plans, policies, and procedures that may need to be implemented or developed.
Mission Areas	Response and Recovery
Core Capabilities	<ul style="list-style-type: none">▪ Planning▪ Operational Communication▪ Operational Coordination▪ Situational Assessment
Objectives	<ol style="list-style-type: none">1. Provide exercise participants with a frame of reference, per facility's plans, for actions required to address impacts of a short-term power outage on their facility.2. Evaluate impacts to the facility from a short-term power outage.3. Prioritize the urgency of issues facing the facility due to the power outage.4. Discuss communications within participant's facility and with outside partners and vendors.
Scenario	<p>The scenario will play out in three separate modules. This is intended to give participants the opportunity to respond to each issue and achieve exercise objectives.</p> <p>Module I: Initial Event Module II: Maintaining Operations Module III: Recovery</p>
Participating Organizations	Attending organizations at the 2017 Joint Provider Surveyor Training

GENERAL INFORMATION

Exercise Objectives and Core Capabilities

The following exercise objectives in **Table 1** describe the expected outcomes for the TTX. The objectives are linked to core capabilities, which are distinct, critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities were selected by the Exercise Planning Team.

Table 1: Exercise Objectives and Associated Core Capabilities

Exercise Objectives	Core Capabilities
<ul style="list-style-type: none">• Provide exercise participants with a frame of reference, per facility's plans, for actions required to address impacts of a short-term power outage on their facility.• Evaluate impacts to the facility from a short-term power outage.• Prioritize the urgency of issues facing the facility due to the power outage.• Discuss communications within participant's facility and with outside partners and vendors.	<ul style="list-style-type: none">▪ Planning▪ Operational Communication▪ Operational Coordination▪ Situational Assessment

Participant Roles and Responsibilities

The term participant encompasses many groups of people--not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follow:

Players

Players respond to the situation presented based on expert knowledge of response procedures, current plans and procedures, and insights derived from training.

Facilitators

The exercise facilitators will provide situation updates and moderate the plenary discussions. Additionally, the table facilitators will moderate the table discussions. Facilitators are also responsible for making sure everyone has the opportunity to participate.

Support Staff

The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering, etc.).

Exercise Structure

The Joint Provider Surveyor Training TTX will consist of three, 40-minute modules. Each module consists of two separate activities: A scenario update and table discussions.

To begin each module, the exercise facilitator will provide a scenario update and discussion guidance to all players. Next, participants will engage in table discussions to analyze the implications of the evolving scenario and determine specific response outcomes and/or courses of action. Table discussions should focus on key actions, activities, and decisions that each sector would perform, given the specific scenario conditions. Exercise participants will be encouraged to coordinate with other tables and communicate across venue locations to resolve issues as required. The approximate duration of each module and associated activities are noted below in **Table 1**

Table 1: Exercise Module Breakdown

	Module I	Module II	Module III
Total Minutes	40	40	40
Scenario Updates	10	10	10
Table Discussions	30	30	30

Exercise participants will also be provided a Participant Feedback Form. While key issues and observations will be elicited from each table in plenary discussion at the conclusion of the exercise, individual players are asked to complete the feedback form to ensure all perspectives on the issues are captured.

Exercise Guidelines

This exercise will incorporate a scenario-based format informed and guided by exercise objectives. The modules and questions support achievement of the exercise objectives by initiating discussions, facilitating decision-making, and arriving at appropriate response outcomes based on the exercise scenario.

Participants will be acting in real-world roles when considering the scenario, offering observations to the forum and making strategic and tactical decisions. This approach allows the discussion to focus on situations within a moving timeline and for participants to contribute to the discussion from the perspective of their role in this scenario. The facilitator will ensure that the scenario moves along at an appropriate pace and that all participants have an opportunity to contribute.

The modules and questions support achievement of the exercise objectives by initiating discussions, facilitating decision-making, and arriving at appropriate response outcomes based on the exercise scenario. Discussions will explore various aspects of the facility emergency response and recovery plans with the goal of identifying operational gaps and determining courses of action to address shortfalls. Topics will include, but are not limited to:

- Incident alert and escalation process
- Information sharing
- Situational assessment
- Logistics coordination
- Recovery activities

Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and they should not allow these considerations to negatively impact their participation.

Assumptions

During this exercise, the following assumptions apply:

- The exercise will be conducted in a no-fault learning environment wherein systems and processes, not individuals, will be evaluated.
- Exercise players will utilize existing plans, policies, and procedures to frame response.
- All players receive information at the same time.

Artificialities

During this exercise, the following artificialities apply:

- The scenario, although fictitious, is plausible, and events occur as they are presented.
- There are no “hidden agendas” or trick questions.
- Time jumps may be employed to discuss different aspects of the response cycle.

Exercise Evaluation

Evaluation is an essential element of a successful exercise program, providing an objective overview of participants’ capabilities and a means for continual improvement. During this tabletop, one person from each facility should take notes of issues, plans, policies, procedures, and other pieces of important information that are identified through this exercise. Those identified areas of improvement should be addressed by improvement planning at the respective facility. These improvement activities can include, but are not limited to, updating plans, policies, and procedures, purchasing new equipment, obtaining and delivering training to appropriate staff, and follow-up exercises to validate changes and updates.

MODULE I: INITIAL EVENT

Day 1:

0800 a.m.:

The National Weather Service has issued a winter storm warning for the county in which your facility is located. Winds are expected to reach 65 miles per hour, and the National Weather Service is forecasting 8-10 inches of snow to fall within the next 24 hours.

2:00 p.m.:

As the storm comes through the area, electrical service is disrupted to your facility. The power outage has caused intermittent outages in phone and internet service to your facility, but cellular telephone service is still available. Without electrical service, staff is discussing the possibility of serving cold meals to patients, as they are currently unable to provide hot meals.

6:00 p.m.:

At shift change, 20 percent of the oncoming shift did not report to work due to difficulties in getting to the facility. Facility leadership was aware that some staff might not report, but were not prepared for a rate of 20 percent. After speaking with outgoing staff, there is concern that food stored may not last if nothing is done to keep it at the proper temperature. Additionally, staff is worried about the ability to get new medical and other supplies into the facility with the snow continuing to fall.

Your electric service provider has notified you that they are doing all they can to get the power on, but they are currently predicting a restoration time of 48-72 hours.

Discussion Questions

1. What are your facility's immediate priorities at this time?
2. Does your facility have back-up power generation? If so, what does it power?
3. What notifications, if any, would you make at this time? How would you make them without effective communications?
4. What actions would your facility take over the next 12-48 hours, especially as the wet snow continues to fall and begins to take down more trees, closes more roads, breaks power lines, etc.?
5. What actions should you take in the 12-hour period prior to the storm, since some advanced notice is likely?

MODULE II: MAINTAINING OPERATIONS

Day 2

0600 a.m.:

Overnight, the snow continued to fall and build up in large quantities along major roadways. Traffic is slow or completely stopped in many areas around your facility. Power has been out for a little over 16 hours, and many staff members' cell phones are starting to run out of power. This further compounds the communication issues that were created by lack of internet and phone services. The few staff members with working cell phones are hearing from co-workers on other shifts that they do not expect to be able to make it to the facility. This amounts to over 50 percent of off-duty staff.

Expected deliveries of food, linens, medical, and other supplies have not arrived due to the road conditions, and local public safety officials are urging all those without urgent business to stay off of the roads. Your food vendor and laundry vendor are both able to get in contact with the facility and inform you that they currently do not have power. They are, therefore, unable to make the deliveries that they would normally make for at least several days.

Discussion Questions

1. Does your facility have a plan, policy, or procedure to address any of these issues? What does it entail?
2. Would you consider preparations for an evacuation? If yes, what activities would be included in this preparation?
3. Who is in charge of prioritizing resources in your facility? How is the decision made and communicated?
4. What outside entities would you be communicating with at this time?
5. Are there outside resources you might need within the next 24 hours? If so, where would you look to get them?

MODULE III: RECOVERY

Day 3:

0800 a.m.:

Over the past 24 hours, the local jurisdiction was able to clear the roads around your facility. Food and medical supply deliveries should be inbound within the next 6-12 hours, as major roads are clear. However, many staff members are still unable to get out of their homes and make it to your facility. The local government expects to have all roads cleared within the next two days.

Your electricity provider contacts you and lets you know that the power should be on within the next 12 hours at your facility; however, it is possible that internet and phone outages will continue for longer than that. Your laundry vendor still does not have power restored, but they have been informed that it will be 48 hours until they have power again.

Discussion Questions

1. What steps are necessary to maintain operations until the restoration of normal utility services?
2. What needs to be done to return your facility to normal operations?
3. Will you have additional expenditures, resource needs, or contracts to assist with the return to normalcy?
4. As things slowly return to normal, what things must be done to ensure readiness for the next emergency?